PREFACE ABOUT Q-PARK STRATEGY RESULTS OTHER INFORMATION OVERVIEWS

CONTENTS

PREFACE	4
ABOUT Q-PARK	6
I Profile	6
I Quality in parking	7
I Review of business	8
I Review of sustainability	12
I Review of activities	14
I Future outlook	21
STRATEGY	23
I How we create value	23
I Materiality analysis	26
I Targets	27
I Sustainable development goals	28
RESULTS	30
I Performance highlights	30
I Our financial performance	32
I Our products and services	34
I Our innovations	42
I Our employees	50
l Our social engagement	52
I Our environmental impact	57
OTHER INFORMATION	61
I Risk management	62
I What we can do better	70
OVERVIEWS	71
I GRI Content Index	71
I Stakeholders	77
GLOSSARY	80

OUR PRODUCTS AND SERVICES

Contract types

We deploy a variety of contract types to capture value for our stakeholders.

- We capture value for public and private landlords by offering a range of contract types and value propositions.
- We operate parking facilities that we own, have in concession, lease, or have under a management contract.
- We also have control fee contracts in our portfolio, ensuring that parking capacity is used according to set rules and regulations.

We have over 2,000 control fee contracts in Denmark, serving more than 100,000 parking spaces which are regulated under private property rights and controlled by our parking attendants.

Results

The following table show the numbers of parking facilities (PFs) and parking spaces (PSs) in the most important contract forms.

Strategic locations

We capture value through our portfolio of purpose-built and off-street parking facilities at strategic locations: in or near multifunctional inner-city areas, at public transport interchanges, and at hospitals.

In cities where we operate five or more car parks, we become a highly efficient parking operator and profound mobility partner. We can then engage in meaningful dialogue with other parking and mobility partners, including:

- providers of parking route information systems;
- urban planners on capacity and routing traffic;
- landlords to efficiently operate their car parks;
- I shared mobility and public transport providers;
- parking tariff policy makers.

With our integrated and connected expertise, municipalities can take multiple measures to:

- reduce traffic searching for a place to park;
- I improve air quality and reduce emissions;
- provide for sufficient parking capacity and proper usage, both on and off-street;
- create a more liveable urban environment.

Results

We now have 56 (2020: 53) cities with five or more parking facilities.

Table 2: Q-Park portfolio in contract types

	2018	2019	2020	2021
Total Parking Facilities (PFs)	≈ 2,500	2,556	3,076	3,308
Owned, Concession + Long-Leased (O+LL) PFs	635	688	689	710
Short-Leased PFs	180	172	107	90
Managed PFs	138	151	209	283

	2018	2019	2020	2021
Total Parking Spaces (PSs)	≈ 454,000	547,481	571,166	649,189
O+LL PSs	281,801	282,008	286,870	291,920
Short-leased PSs	44,297	36,161	36,873	33,974
Managed PSs	71,216	150,668	148,315	217,797